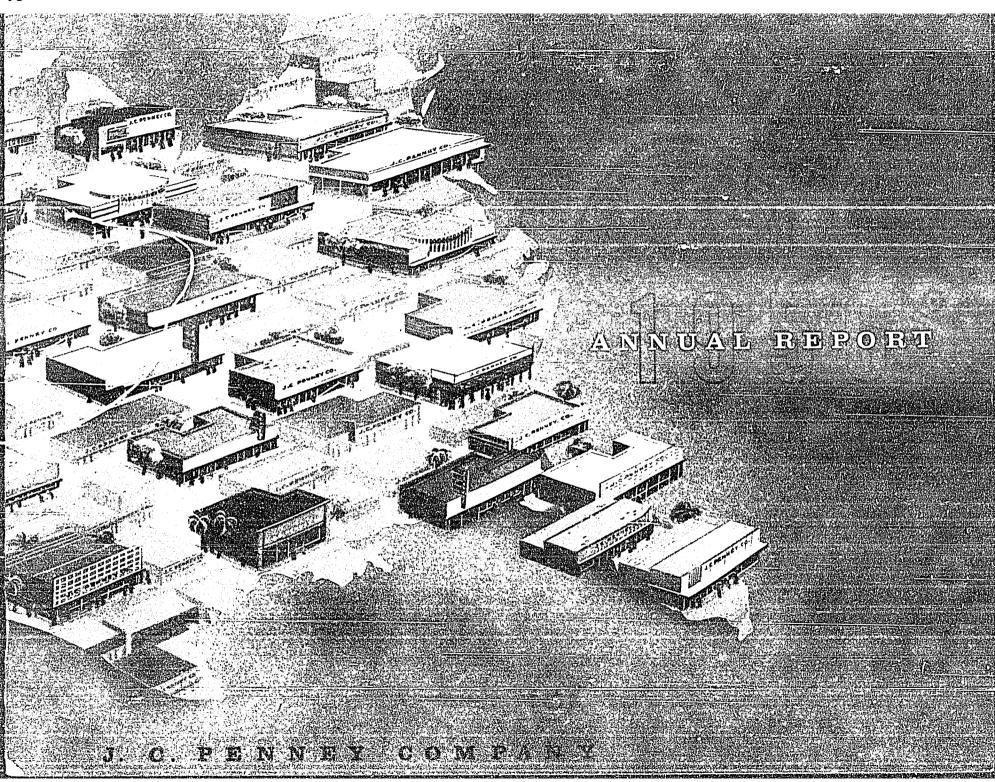
**J.C. Penney Company Annual Report -- 1956** *America's Corporate Foundation;* 1956; ProQuest Historical Annual Reports pg. 0\_1



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the cover highlights the following new stores opened in 1956:

California
Daly City—Westlake Town and Country
Shopping Center
Long Beach—Los Altos Shopping Center
West Covina—West Covina
Shopping Center

Colorado Denver—University Hills No. 2 Shopping Center

Pueblo
Florida
Gainesville
Hialcah—Flamingo Shopping Center
North Miami Beach—163rd Street
Shopping Center
Tampa—Britton Plaza Shopping Center

Northgate Shopping Center Indiana
Evansville
Fort Wayne—Southgate Shopping Center
Kentucky
Newport—Newport Shopping Center
Michigan
Detroit—Lincoln Park Shopping Center

Minnesota
St. Paul—Signal Hills Shopping Center

Mississippi
Corinth
Pascagoula
New York
Babylon—Great South Bay
Shopping Center
New Hyde Park—Lake Success

Shopping Center
North Carolina
Charlotte—Park Road Shopping Center

Onto
Toledo—Great Eastern Shopping Center
Youngstown—Glenwood Shopping Center
Pennsylvania

Baden—Northern Lights
Shopping Center
Bridgeville—Great Southern
Shoppers' Mart

Tennessee
Athens
Madison—Madison Square
Shopping Center

Texas Arlington Dallas—Casa View Shopping Center Virginia Newport News—Newmarket Shopping Center

Wisconsin
Milwaukee—Capitol Court
Shopping Center

Penney's growth pattern

The growth pattern of Penney stores is three dimensional: the opening of new stores constitutes one dimension: moving established stores to new and larger buildings is another and expanding or improving established stores is a third. In the last 10 years we have opened 139 new stores, relocated in new and larger buildings 253 existing

stores and expanded or improved at least twothirds of our stores. In

this same 10-year period, the average store volume rose from \$484,000 to more than \$760,000 and total Company volume increased a half-billion dollars.



Long Beach (Calif.): Old Location



Long Beach: New Location

1956 openings averaged a store every other day

In 1956 Penney's opened 30 new stores, relocated in new and larger buildings 31 established stores and expanded or improved 106 stores... for an average rate of a store every other day.



#### contents Penney's growth pattern (opposite page) comparisons 2 to our shareowners and associates 3 1956 company operations in review 4 Penney's record of growth 6 two Florida stores open the same day 7 letter from a customer 8 things a family needs . . . at Penney's 9 headquarters for 10 12 assets

liabilities

statements of earnings

and retained earnings

Penney stores in every state and section

plans for continued growth (inside back cover)

accountants' report officers and directors 13

14

15

15

16

44th

## ANNUALEREFORT

## J. C. Penney Company, Inc.

A Delaware Corporation

Founded 1902

Central Office: 330 West 34th Street, N.Y.1, N.Y.

Transfer Agent:

Chemical Corn Exchange Bank 30 Broad Street, New York 15, N. Y. Registrar:

The Chase-Manhattan Bank
40 Wall Street, New York 15, N. Y.

Stock Listed on the New York Stock Exchange

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244,073,796.69

30,019

## comparisons

highlights

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1235

## 1956

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With

1955

Stores

Sales

Average sales per store (full year)

Net earnings

Earnings per share

Number of shares outstanding

Taxes--federal, state and local

Taxes per share

Dividends

Dividends per share

Earnings retained for reinvestment in the business

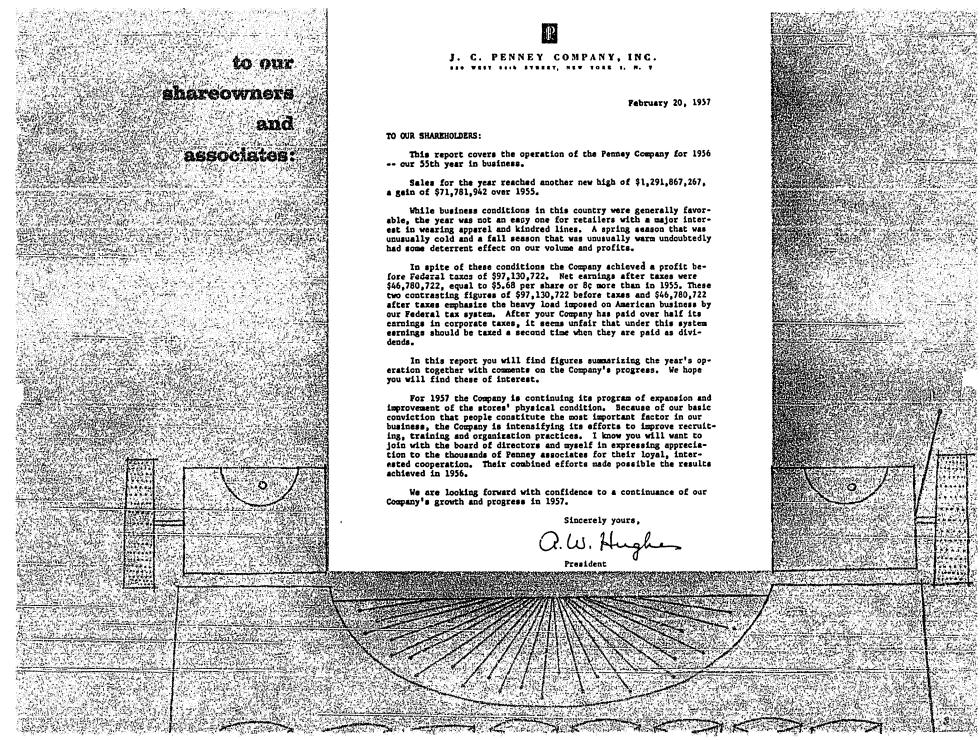
Inventories

Stockholders' equity

Stockholders

DEED FOR FOR BURNESS AND FRANCE SERVERS. BEREFER FOR FOR FOR FOR FOR

The annual meeting of stockholders will be held April 29, 1957 at 330 W. 34 St., New York 1, N. Y., at 10 A.M. You are cordially invited to attend. A proxy statement, including a request for proxies, will be mailed to stockholders on or about March 29. 1957. Your prompt attention to the proxy statement and the proxy will be appreciated.



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## 1956

company
operations
in
review

sales

1956 saw your Company's sales again increase from the 1955 figure of \$1,220,085,325.06 to \$1,291,867,267.03, a rise of 5.88 per cent. December sales of \$199.468,374.53 were the largest for any month in the Company's history. All cash sales, they were confined chiefly to "soft goods"—wearing apparel for the entire family, shoes, piece goods, notions and home furnishings. "Hard goods," or nontextile lines, constituted slightly over 3 per cent of sales.

In addition to opening new stores, your Company continues its program of improving and enlarging existing stores. Likewise, our emphasis has been put on improving and enlarging the merchandise lines for which Penney's has become nationally known, rather than spreading out into a variety of unrelated merchandise. We believe there is abundant and growing opportunity in our chosen field as the population and buying power of America increases.

## earnings, dividends and taxes

Earnings before Federal taxes on income amounted to \$97,130,721.92. Federal taxes of \$50,350,000.00 reduced net earnings to \$46,780,721.92, or \$5.68 per share. The comparable figure for 1955 was \$46,139,608.99 or \$5.60 per share. Dividends of \$4.25 per share were paid during the year. These included quarterly dividends of 75c each, paid January 3rd, April 2nd, July 2nd, and October 1st; also an extra dividend of \$1.25, paid January 3rd. \$11,794,925.92, or \$1.43 per share of earnings, was retained for the operation and development of the business.

## financial position and inventory

The statements in this report indicate the sound financial position of the Penney Company. On December 31, 1956, the total of cash and short term Government securities was

\$148,675,063.68. For 1955 the comparable figure was \$153,105,464.23. There were no bank loans outstanding and no types of Company securities except the 8,231,952 shares of common stock held by our 31,695 shareowners.

During 1956 there was little change in retail price levels in our lines of merchandise. Inventories, for the Company as a whole, were well in line with the sales volume at the year-end when the inventory totaled \$179,785,684.61. This was slightly less than the inventory on December 31, 1955. The merchandise was valued on the basis of cost or market, whichever was lower, and was in excellent, salable condition.

#### new and improved stores

During 1956, 30 new stores were opened, including 23 in suburban shopping centers. These stores are located in 16 different states. Of even greater importance was the continuance of the program, which the Company has consistently followed, of improving and enlarging existing stores. Last year 31 existing stores were relocated in new buildings while 9 small stores were closed. 164 other stores were provided with additional space or with improved fixtures, or were partially or fully reconditioned. In the last 10 years our Construction Department has completed more than 1500 projects for the improvement of Penney stores. Our stores today are generally in the best physical shape they have ever been.

This program of steady and extensive improvement in our store buildings was financed entirely from retained earnings and without recourse to additional financing, while still providing desirable dividends. Last year the Penney Company invested in capital expenditures \$16 million. Our landlords invested over \$28 million. For 1957 it is expected

that the total expenditure by Company and landlords will approximate these same figures.

### Penney's merchandise suppliers

During 1956 the Penney Company bought merchandise from over 6500 suppliers in each of the forty-eight states as well as in several foreign countries. The list of suppliers included many of the largest and best-known mills and manufacturers in the soft-goods or textile industries. Also included were hundreds of smaller companies specializing in limited lines of merchandise or items. Many of our vendors have been regular sources of Penney merchandise for more than 25 years, some for over 50 years. The Penney Company is proud of this record of lasting relationship and values highly the benefits that have resulted for the Penney Company, our vendors and our millions of customers.

The Penney Company is not engaged in manufacturing. Our job is one of distribution. We believe that, in our particular lines of merchandise, customers are better served by our method of having buyers select the best values from the entire market, rather than by attempting to produce in one plant or a few plants the wide range of merchandise we need to serve our customers throughout the nation.

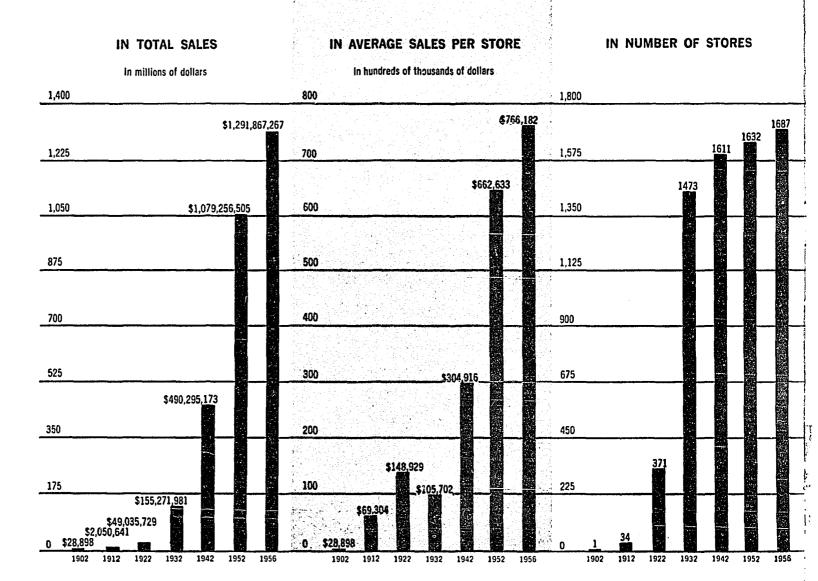
## "always first quality"

All advertisements of the Penney Company carry the slogan Always First Quality. These are not idle words. Our Company has a definite policy against selling "seconds," "irregulars" or other defective merchandise. Furthermore, the Company maintains a research laboratory which is constantly testing to assure wearability, color fastness, washability and other desirable qualities. More than 40,000

individual tests were made last year by this laboratory. Such tests constitute an important safeguard and further assurance of customer satisfaction. Much of the merchandise we sell carries our own brand names and Penney-brand merchandise is sold exclusively in Penney stores. In providing the detailed specifications and, in some cases, the actual patterns for this merchandise, our objective is to make these items the finest values of their kind. Our staff of over 250 buyers is working constantly with manufacturers to put into Penney merchandise that "extra value" which has gained our Company the reputation of Always First Quality and "packing the customer's dollar full of values."

#### a look ahead

The Penney Company was founded in 1902. During the 55 years of the Company's operation, each year's sales volume has exceeded that of the previous year in all except seven years. The Company has shown a profit every year except one, 1920. This record of steady, profitable growth would not have been possible without the cooperation of our suppliers and others with whom we do business, the constant efforts of Penney associates and the generous patronage of millions of American consumers. We are looking forward to a continuance of this profitable growth. For 1957 our expansion program calls for about 30 new stores, about the same number of existing stores relocated in new buildings and continuance of our program of improving other stores. At the same time, the Company is devoting substantial attention to an examination and re-appraisal of our present operating policies and methods, looking to possible refinement and improvement. We thank you stockholders for your confidence in the Penney Company and pledge our best efforts to merit your continued support.

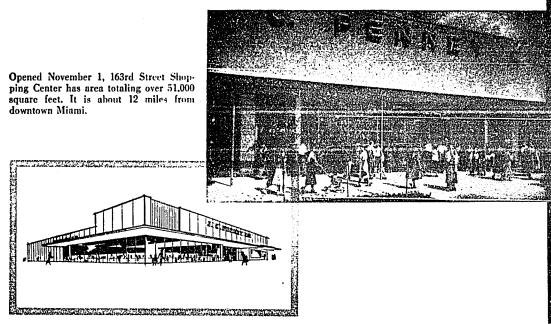


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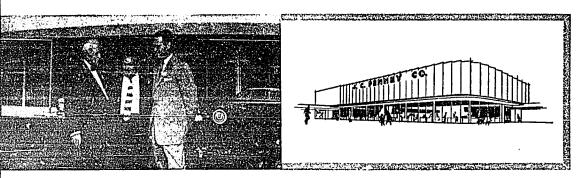
## two new Florida Penney's open

In 1956, Penney's opened five new stores" in Florida. Two of these opened in shopping centers near Miami on the same day, November 1. They joined our Biscayne Shopping Plaza store, opened in 1955, in serving our customers in the Miami area. The five new Penney's, adding more than 200,000 square feet, make a total of 27 Florida Penney stores. Managers of the two new Miami Penney's are William R. Thayer, who joined the Penney Company as a salesman and was assistant manager at Fort Worth, Tex., before being promoted to manager at the 163rd Street Shopping Center; and Henry E. Reynolds, who joined the Penney Company as a salesman and was assistant manager at Corpus Christi, Tex., before being promoted to manager at the Flamingo Shopping Center.

\*Two in Miami, two in Tampa, one in Gainesville.



## in Miami on the same day



At November 1 opening of Flamingo Shopping Center Penney's are, left to right, Mr. Penney, Mayor Millander, Manager H. E. Reynolds.

## letter from a customer

1555 McKay Avenue Louisville 13. Kentucky December 17, 1956



We don't know whether it's customary for companies to get complimentary letters from satisfied customers or not. We're proud to say that our stores receive many such letters.... about our service, or our merchandise or the just plain friendliness of Penney associates. Typical of the complimentary letters is the one here reproduced from Mrs. Robert H. Wood, shown above with her husband and two of her sons in their Louisville, Kentucky, home. We treasure all such letters... and work to deserve more.

J. C. Penney Company 535-39 So. 4th Street Louisville, Kentucky

Dear Sir:

It is so easy to give a store complaints, but I am writing this letter to compliment you and your store on many things. I have thought of doing this for nearly a year, and at last am writing.

We are a family of very modest means and find it necessary to be very careful how we spend our few and hard-earned dollars. I have done most of my shopping at Penney's, and I want to say I have never been disappointed in anything bought at your store. I find the merchandise the best quality and the prices very fair. I want to say that I have found the bargains you offer to be real bargains. Your clerks are, everyone, all so courteous and helpful. Often, this is not my experience in other stores. But your clerks have always made me feel welcome at Penney's. Whenever I have had need to exchange merchandise, the management was always understanding and most kind. Then, too, your Lay-Away department has been so courteous and understanding, and I use this means to buy quite a bit.

So, at this Christmas season, I'd like to let you know how much I appreciate the J. C. Penney store and am so glad I have such a good place to shop. Wishing you and each person at Penney's a very blessed Christmas, I am,

Very sincerely yours.

Mrs. Robert 9t. Wood

# Penney company policies . . .

The early Penney stores operated under the name of "Golden Rule Stores" because Mr. Penney believed the Golden Rule principles should govern not only a man's personal relationship with others but also the conduct of business. Early in our Company's history a statement of Company policies was adopted, interpreting the Golden Rule in terms of the Penney Company's operation. This statement follows:

- I. To serve the public, as nearly as we can, to its entire satisfaction.
- To expect for the service we render a fair remuneration and not all the profit the traffic will hear.
- 3. To do all in our power to pack the customer's dollar full of quality, value and satisfaction.
- 4. To continue to train ourselves and our Associates so that the service we give will be more and more intelligently performed.
- 5. Constantly to improve the human factor in our business.
- 6. To reward the men and women of our organization through participation in what the business produces.
- 7. To test our every policy, method, and act in this wise: does it aguare with what is right and just?

# things a family needs ...at Penney's

Penney's is, as Mrs. Wood indicates on the page opposite, a family store... selling first-quality merchandise at prices people can afford. Illustrated in the newspaper advertisements reproduced on this page are a few of the items thrifty wives and mothers like to buy at Penney's. To reach its big middle-income market, Penney's uses nearly 2,000 newspapers and 900 radio stations, and is experimenting with other established media.

PENNEY'S

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PENNEYS

PENNEY'S

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Penney's

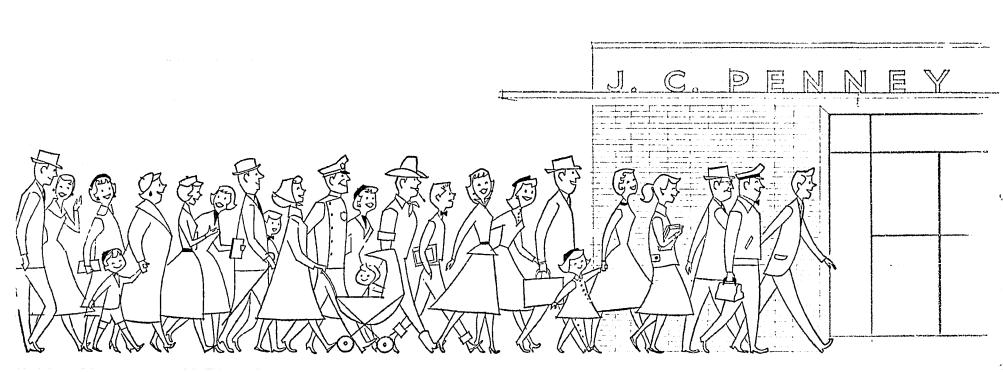
Founder's Day

ORIGINAL ROGERS AVQUALITY SHVERPLATE BY



Women's accessories Boys' and girls' wear and furnishings Men's work and outdoor Piece goods and notions clothes Domestics and bedding Millinery Ready-to-wear Curtains and draperies Cotton dresses Shoes for the Family Foundations Men's hats Infants', toddlers' wear Men's clothing and sportswear Home furnishings

Housewares



Men's furnishings and accessories

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headquarters for



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1955

1956

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Current Assets:		
Cash in banks and on hand	\$123.538.262.77	<b>\$128,159.8</b> 00.35
U. S. Government securities, at cost plus accrued interest (approximate		
market price)	25,136,800,91	24,945,663.88
Accounts receivable-miscellaneous	2.381.964.00	2,492,071.58
Merchandise (Note 1)	179.785.684.61	180.397.527.56
Total Current Assets	330.842.712.29	335,995.063.37
Property and Equipment, at not in excess of cost, less provision for depreciation:		
Land	1.980,633.02	2,022,600.68
Buildings, less provision for depreciation, \$4.740.379.70 at December 31,		
1956 and \$4.440,853.31 at December 31, 1955	6.266.234.83	6,498,651.89
Furniture and fixtures, less provision for depreciation	55,887.908.33	49.357,897.94
Improvements to leaseholds, less amortization	5.030.740.10	4.436.241.47
	69.165.516.28	62.315,391.98
Prepaid Expenses and Deferred Charges-Leasehold Advances. Unexpired Insur-		
ance Premiums, etc	3.389.540.75	3,286.469.54
	\$403,397.769.32	\$401,596,924.89

#### Notes

<sup>1—</sup>Inventories are stated at the lower of cost or market determined as follows: Merchandise in stores—by the retail method. Other Inventories—cost determined by the first-in first-out method and market on the basis of replacement cost.

liabilities

## with comparative figures for 1955

	1956	1955
Current Liabilities:		
Accounts payable and accrued liabilities	\$ 84.941.012.83	\$ 91,609,298.25
Dividends payable in January of following year	16.463.904.00	16,463,904.00
Provision for Federal taxes on income	41.383.894.98	45.394,841.40
Total Current Liabilities	142.788.811.81	153,468,043.65
Reserves for Fire Losses, Employees' Death Benefits, etc	4.740.234.90	4,055,084.55
Stockholders' Equity:		
Common stock, no par value:		
Authorized, 9.000,000 shares.		
Outstanding. 8.231,952 shares	34.122.766.67	34,122,766.67
Retained earnings	221.745.955.94	209.951,030.02
Total Stockholders' Equity	255.868.722.61	244.073.796.69
	\$403.397,769.32	\$401,596,924.89

<sup>2—</sup>At December 31, 1956 the total minimum annual fixed rentals payable under leases expiring after five years was approximately \$8,300,000.00. Leases covering about 75% of this amount will expire on various dates during the next twenty years.

statements of earnings and retained earnings year ended December 31, 1956 with comparative figures for 1955

earnings	1956	1955
Sales	\$1,291,867,267,03	\$1,220.085,325.06
Deduct:		
Cost of merchandise sold, and selling and general		
expenses (exclusive of items set forth below)	1,166,256,131.94	1,099,480,365.96
Maintenance and repairs	2,508,199,22	2,282.945.20
Depreciation and amortization	8,783,512.08	7,033,717.89
Taxes, other than taxes on income	11.255.265.84	10,026,930.83
Company contributions to retirement plans	5,729,060,21	5.476.113.24
. ,	1,194,532,169,29	1,124,300,073.12
	97,335,097.74	95,785,251,94
Add miscellaneous income-net	1.025,624.18	1,159,357.05
rad misconancous medino no misconancous	98.360,721.92	96.944,608.99
	98,300,721.92	90.9-44,006.99
Provision for taxes on income:		
Federal	50,350,000.00	49,600,000.00
State and City	1,230,000,00	1,205,000.00
	51,580,000,00	50,805,000.00
Net earnings for the year	\$ 46,780,721,92	\$ 46,139.608.99
retained earnings		
Balance at beginning of year	\$ 209,951,030,02	\$ 196,327,631.43
Net earnings for the year	46,780,721.92	46.139,608.99
	256.731.751.94	242,467,240,42
Dividends-\$4.25 per share in 1956 and \$3.95 in 1955	34,985,796.00	32.516,210.40
Balance at end of year	\$ 221.745.955.94	\$ 209,951,030.02
Common stock outstanding at end of yearShares	8,231,952	8,231,952
Earnings per share	\$5.68	\$5.60
	The second secon	
See notes on the accompanying balance sheet.		

## ACCOUNTANTS' REPORT

#### PEAT, MARWICK, MITCHELL & CO.

CLATIFIED DUBLIC ACCOUNTANTS
SEVENTY PINE STREET
NEW YORK 3, N Y

#### ACCOUNTANTS REPORT

The Board of Directors
J. C. Penney Company:

We have examined the balance sheet of J. C. Penney Company as of December 31, 1956 and the related statements of earnings and retained earnings for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the accompanying balance sheet and statements of earnings and retained earnings present fairly the financial position of J. C. Penney Company at December 31, 1956 and the results of its operations for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Peat Munich Mitchell &.

New York, N. Y., February 20, 1957

## DIRECTORS

## J. C. PENNEY Chairman

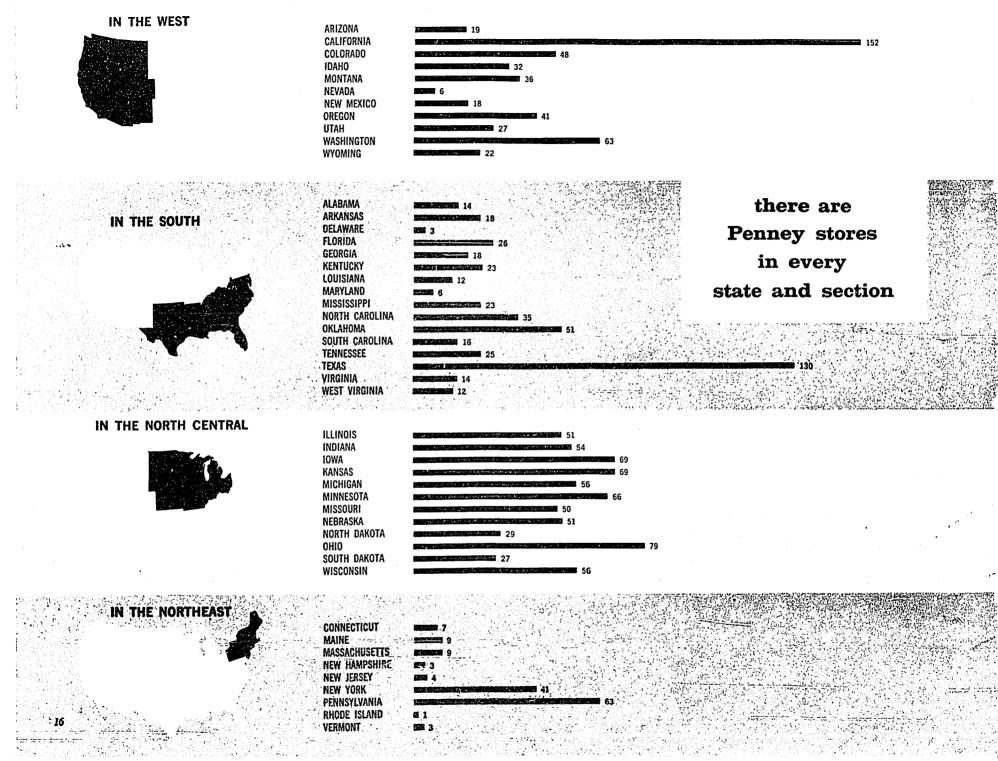
F. A. BANTZ	L. W. HYER*
W. M. BATTEN	E. A. ROSS
J. F. BROWN	H. H. SCHWAMB
J. I. H. HERBERT	H. F. TORREY
A. W. HUGHES	R. C. WEIDERMAN

\* Deceased Feb. 26, 1957

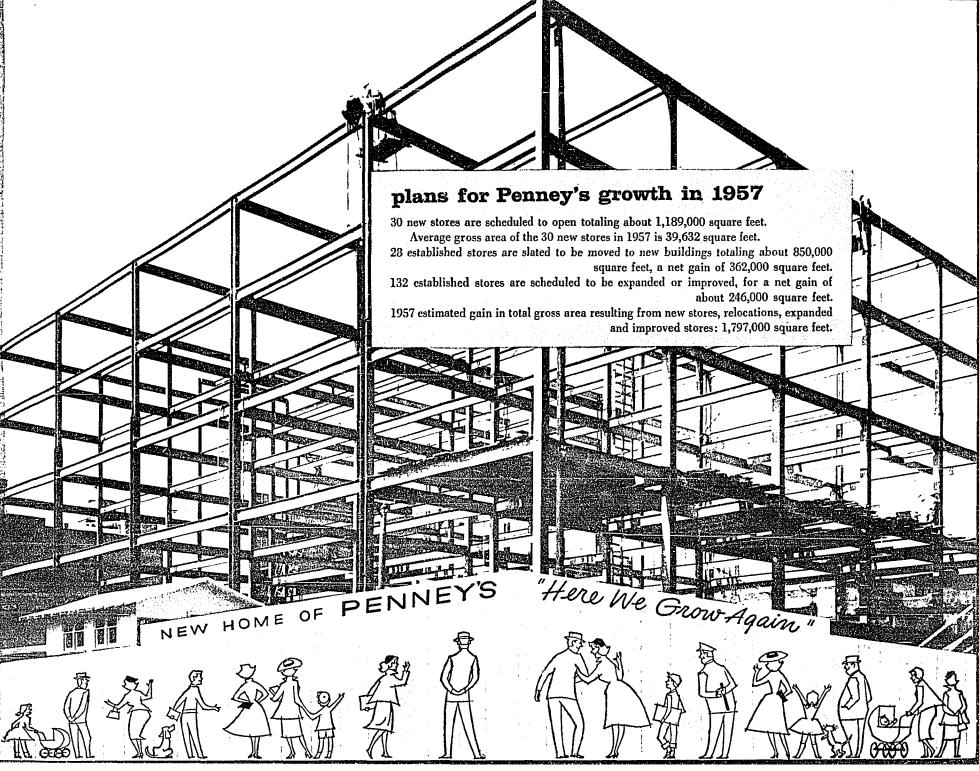
## OFFICERS

## J. C. PENNEY Chairman of the Board

A. W. HUGHES President	H. F. TORREY Vice-President · Sales
W. M. BATTEN Vice-President	C. L. WRIGHT Vice-President · Dis't. Management
J. F. BROWN Vice-President • Real Estate	R. C. WEIDERMAN Comptroller
H. C. MILLS Vice-l'resident · Merchandise	R. H. JORDAN Treasurer
H. H. SCHWAMB Vice-President · Personnel	A. A. MAGNIER Secretary



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